

Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)



Faculty of Business Management

Syllabus

For

**Master of Business Administration
(M.B.A)**

Choice Based Credit System

Effective From

JULY – 2019

Course Structure

Semester - I

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA101	Principles of Management	4	30	70	100
2	19MBA102	Quantitative Techniques in Management	4	30	70	100
3	19MBA103	Managerial Economics	4	30	70	100
4	19MBA104	Management Information System	4	30	70	100
5	19MBA105	Accounting for Managers	4	30	70	100
6	19MBA106	Managerial Communication	4	30	70	100
7	19MBA107	Contemporary Issues in Management	4	-	100	100
		Total	28	180	520	700

Abbreviations:

C= Credits IM= Internal Marks EM= External Marks TM=Total Marks

CCT = Core Course SO = Skill Oriented Course ICT = Interdisciplinary Course
 SS = Self Study Course DP = Dissertation / Project Work ECT = Elective Course

Semester II

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA201	Organizational Behaviour	4	30	70	100
2	19MBA202	Marketing Management	4	30	70	100
3	19MBA203	Financial Management	4	30	70	100
4	19MBA204	Human Resource Management	4	30	70	100
5	19MBA205	Operations Management	4	30	70	100
6	19MBA206	Cost and Management Accounting	4	30	70	100
7	19MBA207	Research Methodology	4	30	70	100
		Total	28	210	490	700

MBA SEMESTER – I

(Effective from July – 2019)

PRINCIPLES OF MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA101	Principles of Management	4	30	70	3 Hours

COURSE OBJECTIVES

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

COURSE CONTENT

Unit - 1	Introduction
	Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics, Introduction to Indian management and its comparison with western management
Unit – 2	Planning
	Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives and Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, and Decision-making, Holistic decision making
Unit - 3	Organizing
	Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness
Unit – 4	Directing
	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Indian Theories of leadership, Concept of Inspiration.
Unit – 5	Controlling
	System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting.

TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
- Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill, 12th Edition 2008)

REFERENCE BOOKS

- Massie, Joseph L., *Essentials of Management*, Pearson Education,
- Robbins S.P. and Decenzo David A. - *Fundamentals of Management: Essential Concepts and Applications* (Pearson Education, 5th Edition)
- Tripathy PC and Reddy P.N, “Principles of Management”, Tata McGraw-Hill, 2008.
- Prasad L.M., *Principles & Practice of Management*, Sultan Chand & sons, New Delhi, 2008.
- Prasad Manmohan, *Management – Concepts and Practice*, Himalaya Publishing House, Mumbai
- Gupta C.B., *Management-Theory & Practice*, Sultan Chand & sons, New Delhi, 2008.
- Rao VSP and Krishna V.H., *Management – Text & Cases*, Excel Books, New Delhi



QUANTITATIVE TECHNIQUES IN MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA102	Quantitative techniques in management	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of the course is to make the students familiar with few basic mathematical and linear programming techniques. The main focus is on its application in business decision-making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Decision Making and Quantitative Techniques Quantitative Approach to Decision Making: OR/MS - Quantitative Analysis and Computer-based Information Systems
Unit – 2	<ul style="list-style-type: none"> • Linear Programming Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear - Programming - Graphic Methods - Simplex Method - Two-Phase Method • Transportation and Transshipment Problems Problem Statement - Solution to Transportation Problem-The Simplex Method-The Transportation Method-North-West Corner Rule-Least Cost Method-Vogel's Approximation Method-Stepping-stone Method-The Modified Distribution Method (MODI) • Assignment Problem Complete Enumeration Method - Transportation Method - Simplex Method - Hungarian Assignment Method (HAM) - Some Special Cases
Unit - 3	<ul style="list-style-type: none"> • PERT and CPM PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM • Decision Theory One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory: Utility as Basis for Decision-making
Unit – 4	<ul style="list-style-type: none"> • Theory of Games Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of $2 * n$ and $m * 2$ Games - Solution of $m * n$ Games – Formulation and Solution as an LPP - Limitations of the Game Theory • Simulation Process of Simulation – Advantages and Disadvantages of Simulation – Applications of Simulation
Unit – 5	<ul style="list-style-type: none"> • Forecasting Forecasting Models - Qualitative Models of Forecasting - Time Series Models of Forecasting - Causal Model of Forecasting

TEXT BOOKS

- Vohra N.D., Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.

REFERENCE BOOKS

- Khanna R.B., Quantitative Techniques for Managerial Decisions, Prentice – hall of India Pvt. Ltd, New Delhi, 2007
- Hillier Frederick, Introduction to Operations Research, Tata McGraw Hill Publishing Company Limited, New Delhi

MANAGERIAL ECONOMICS

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA103	Managerial Economics	4	30	70	3 Hours

COURSE OBJECTIVES

To acquaint the students with concepts and techniques used in Micro-Economic and Macro-economic theory and to enable them to apply this knowledge in business decision making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Introduction General Foundations of Managerial Economics - Economic Approach- Circular Flow of Activity - Nature of the Firm - Objectives of Firms -Demand Analysis and Estimation - Individual, Market and Firm demand -Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.
Unit – 2	<ul style="list-style-type: none"> • Theory of firm Law of Variable Proportions - Theory of the Firm – Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.
Unit - 3	<ul style="list-style-type: none"> • Market structure and Market morphology Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.
Unit – 4	<ul style="list-style-type: none"> • National income concepts Introduction to National Income – National Income Concepts – Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases- Fiscal and Monetary Policies.
Unit – 5	<ul style="list-style-type: none"> • Macro-Economic Environment Macro-Economic Environment - Economic Transition in India – A quick Review - Liberalization, Privatization and Globalization – Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

TEXT BOOKS

- Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi,2006
- Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- Saleem S., Business Environment, Pearson Education, New Delhi, 2007
- H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi

REFERENCE BOOKS

- Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- V. L. Mote, S. Paul and G. S. Gupta, Managerial Economics- Concepts and Cases, Tata McGraw Hill
- I. C. Dhingra, Essentials of Managerial Economics, Sultan Chand & Sons
- R.L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- Aswathappa, Business Environment, Himalaya Publishing House, New Delhi

MANAGEMENT INFORMATION SYSTEM

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA104	Management Information System	4	30	70	3 Hours

COURSE OBJECTIVES

To develop basic understanding of Information Systems, IT infrastructure, IS development and its role in Organization and gain insight into Knowledge management and Enterprise applications.

COURSE CONTENT

Unit - 1	Information Systems in Global Business
	The Role of Information Systems in Business, the Emerging Digital Firm, Strategic Business Objectives of Information Systems, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Business Processes and Information Systems, Types of Information Systems, E-Business, E-Commerce, and E-Government, The Information Systems Function in Business.
Unit – 2	Information Systems, Organizations, and Strategy
	Organizations and Information Systems, Impact of IS on Organizations and Business Firms, The Business Value Chain Model, achieving competitive advantage with IS, Ethical and social issues in Information Systems.
Unit - 3	IT Infrastructure
	IT Infrastructure, Components, Emerging Technologies (Cloud computing, Green Computing, High-Performance and Power-Saving Processors), Contemporary Hardware and Software Platform Trends, Management Issues, Databases and Information Management, Telecommunications, the Internet, and Wireless Technology
Unit – 4	Information Systems Security, Enterprise Applications, E-Commerce
	System Vulnerability issues, Business Value of Security and Control, Technologies and Tools for Protecting Information Resources, Security and Control framework, supply chain management system, customer relationship management system, E-commerce, M-commerce, Building E-commerce
Unit – 5	Managing Knowledge, Enhancing Decision Making, Building and Managing Systems
	Knowledge Management, Enterprise-Wide Knowledge Management Systems, Knowledge Work Systems, Intelligent Techniques, Decision Making and Information Systems, Business Intelligence in the Enterprise, Business Intelligence and Analytics Capabilities, Overview of Systems Development, Alternative Systems-Building Approaches

TEXT BOOKS

- Kenneth C. Laudon & Jane P. Laudon, “Management Information Systems”, Pearson, New Delhi.

REFERENCE BOOKS

- Waman S. Jawadekar, “Management Information Systems”, 4th Edition, Tata McGraw hill, New Delhi
- Schultheis, Sumner, “Management Information Systems”, Tata McGraw hill, New Delhi
- O’Brien “Management Information Systems” Galgotia, New Delhi

ACCOUNTING FOR MANAGERS

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA105	Accounting for Managers	4	30	70	3 Hours

COURSE OBJECTIVES

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

COURSE CONTENT

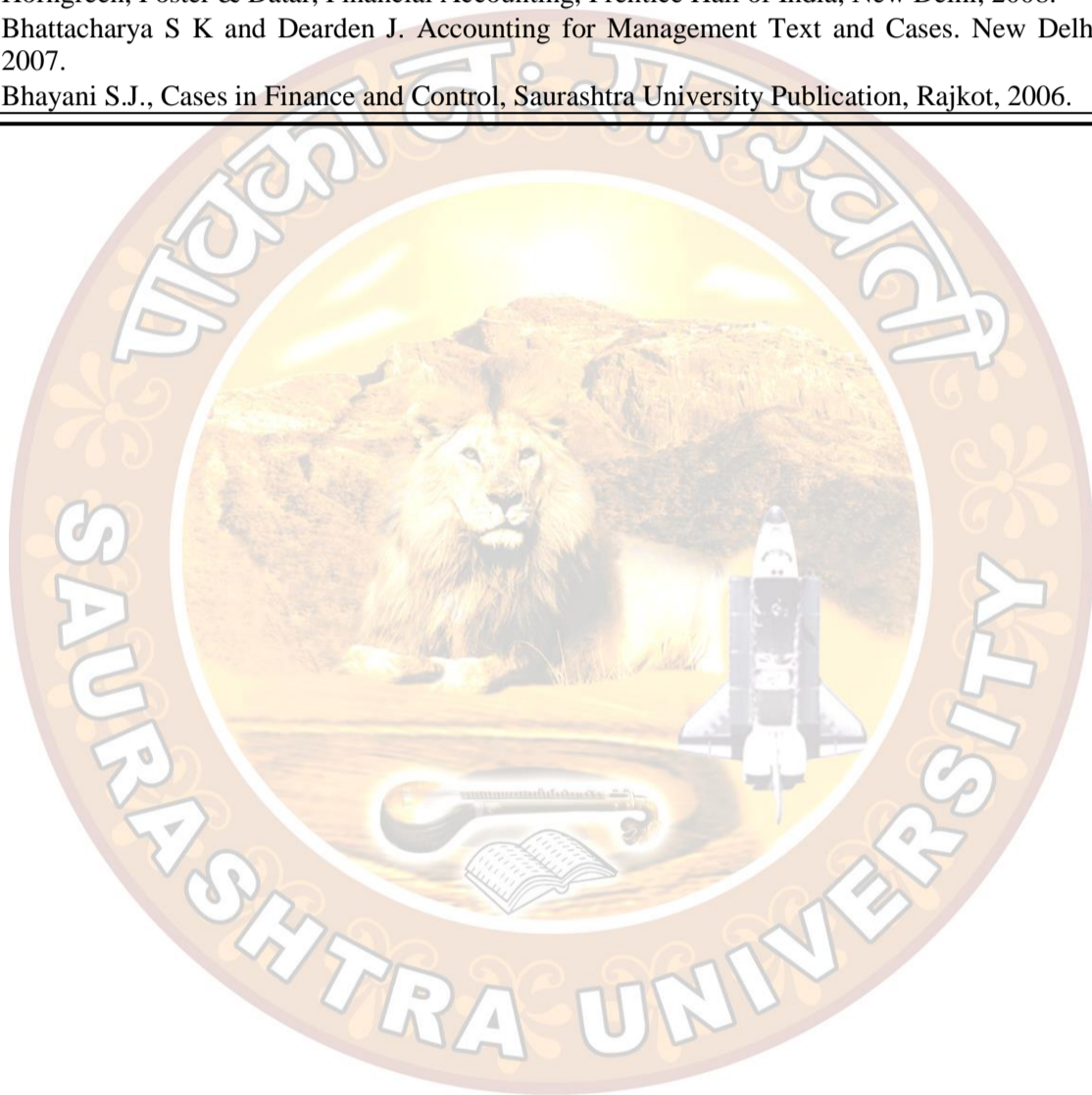
Unit - 1	<ul style="list-style-type: none"> • Overview of Accounting <ul style="list-style-type: none"> - Introduction of Accounting - Concept – Users – Terminology -Assumption – GAAP – Accounting Equation – Ethical Issues in Accounting - Postulates – Concepts & Principles – Defining the Term Accounting Standard – Benefits of Accounting Standards – Standard Setting in India – Scope of Accounting Standards – Brief Overview of Accounting Standards in India.
Unit – 2	<ul style="list-style-type: none"> • Recording Business Transactions Accounts – Classification – The Double Entry System – Recording Transaction – Posting – Balancing of Accounts - Trial Balance • Measuring Business Income and Expenditure Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle • Completing The Accounting Cycle Work Sheet – Closing Entries – Post Closing Trial Balance – Preparation of Final Accounts with Adjustments. • Accounting For Merchandising Transactions Income Measurement – Revenue from Sales – Cost of Goods Sold – Operating Expenses – Classified Financial Statements
Unit - 3	<ul style="list-style-type: none"> • Internal Control Systems-Cash And Receivables Concept – Features – Internal Control for Cash, Debtors & Receivables Only theory aspect • Inventories Concepts – Determining the Physical Inventory – Pricing the Inventory – Estimating Inventory value • Fixed Assets and Depreciation Depreciation Concept & Methods – Special Problems in Depreciation Accounting - Capital Expenditure & Revenue Expenditure • Liabilities Concepts – Classification • Shareholder's Equity Share Capital – Dividends – Accounting for Share Capital (Only Concept) – Preference Share Capital – Treasury Stock – Bonus Share – EPS – Stock Options – Reserves
Unit – 4	<ul style="list-style-type: none"> • Financial Statement Analysis Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis - Horizontal, Common Size and Trend Analysis– Ratio Analysis –Analysis of Cash Flow Statement – Corporate Disclosure Policy
Unit – 5	<ul style="list-style-type: none"> • Contemporary Issues in Accounting Global Financial Reporting – GAAPs and IFRSs – Foreign Currency Accounting – Human Resource Accounting – Environment Accounting – Responsibility Accounting – Forensic Accounting

TEXT BOOKS

- Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2011, 4th Edition
- Gupta Ambrish, Financial Accounting for Management, Pearson Education, New Delhi, 2009, 3rd Edition
- Anthony Robert, Hawkins David F., & Merchant K.A., Accounting, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 12th Edition.
- Sanjay Dhamija, Financial Accounting for Managers, Pearson, 1st edition

REFERENCE BOOKS

- J. Madegowda, Accounting for Managers, Himalya Publishing House, 2nd edition, 2012
- Ramachandran N. and Kakani R., Financial Accounting for Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 2nd Edition
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2005
- Warren C.S., Reeve J.M. and Duchac J.E., Financial Accounting, Cengage Learning, 2009.
- Horngreen, Foster & Datar, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
- Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 2007.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.



MANAGERIAL COMMUNICATION

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA106	Managerial Communication	4	30	70	3 Hours

COURSE OBJECTIVES

The course is aimed at equipping the students with the necessary Skills and Techniques of Communication that are useful in developing skills of communicating effectively.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Nature and Process of Communication : Definition, Classification, Purpose, Process (Two-way), Elements, Major Problems in Communication, Barriers to Communication, Seven C's, Conditions and Characteristics for Successful communication, Universal Elements in Communication, Case-study & Activities • Organizational Communication: Importance, Communication training for Managers, Communication Structures in Organizations, Line and Staff Management, Workplace Communication, Case-study & Activities
Unit – 2	<ul style="list-style-type: none"> • Writing Skills: The Art of Writing, Skills required in Written Communication, Purpose, informative Writing, Persuasive Writing, Clarity in Writing, Principles of Effective Writing, Case-study & Activities • Speaking Skills & Conversation Skills: The Art of Speaking, Importance, Principles, Guidelines, Barriers, Aspects of Oral Communication, Conversation Meaning, Application of Conversation Control, Case-study & Activities • Non-Verbal Skills: Meaning, Characteristics, Classification, Advantages, Guidelines, Case-study & Activities • Listening Skills: Meaning, Anatomy of Poor Listening, Features of a Good Listener, Guidelines to improve it, Role Play, Case-study & Activities
Unit - 3	<ul style="list-style-type: none"> • Presentation Skills: Meaning, Difference between Presentation & Lecture, Designing Your Presentation, Delivering the presentation, Essentials of Presentation, Role of Technology in Presentation, Case-study & Activities • Negotiation Skills: Meaning, Nature, Need, Factors Affecting, Process, Strategies, Case-study & Activities
Unit – 4	<ul style="list-style-type: none"> • Business Letters, Memos, and E-mails : Writing Routine Pleasant Letters, Writing a 'Persuasive Letter', Writing Memos, essentials of Good Business letters and Memos, Form and Layout of Business letters, Writing E-mails, Case-study & Activities • Business Reports: Meaning, Difference between Essays & Reports & Journals, Purpose, Kinds of Reports, Objectives of a Report, Writing Reports, Basic and Subsidiary Parts of Report, Short and Long Formal Reports format, Visual aids in reports, Case-study & Activities • Summer Project Reports: Meaning, Difference between SPR & Business/Technical Reports, Guidelines for Writing Summer Project Report, Writing the Project Proposal, Components, Project Presentation, Case-study & Activities

Unit – 5	<ul style="list-style-type: none">• CVs, Personal Interviews, and Group: Writing a CV, Importance of Resume and Application Letter, Writing a Resume, Essentials of Drafting Effective Resume &/or CV, Drafting an Application Letter, Interviews, Participating in a Group Discussion, Case-study & Activities• Business Etiquette: Meaning, Introductions, Telephone Etiquette, Business Dining, Interaction with foreign Visitors, Business Manners of Different Countries, Case-study & Activities
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TEXT BOOKS	
<ul style="list-style-type: none">• P.D. Chaturvedi and Mukesh Chaturvedi , Business Communication(3rd Edition), Pearson Education, New Delhi.	

REFERENCE BOOKS	
<ul style="list-style-type: none">• Asha Kaul, Effective Business Communication, Prentice Hall of India Private Limited, New Delhi- 110 001.• Urmila Rai and S.M.Rai, Business Communication, Himalaya Publishing House.• Lesikar, Pettit and Flatley, Basic business Communication, Tata McGraw Hill Co., New Delhi.	



CONTEMPORARY ISSUES IN MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA107	Contemporary issues in management	4	-	100	-

COURSE OBJECTIVES

The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self-learning skills.

GUIDELINES

- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.

MBA SEMESTER – II

(Effective from November – 2019)

ORGANISATIONAL BEHAVIOUR

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA201	Organisational Behaviour	4	30	70	3 Hours

COURSE OBJECTIVES

To familiarize the students with basic organisation process to bring about organisational behaviour. Develop ability to observe, understand and analyse the behaviour within the organisation. Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

COURSE CONTENT

Unit - 1	Fundamentals of Organizational Behavior
	Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour, Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.
Unit – 2	Understanding Dynamics of Individual Behaviour
	<ul style="list-style-type: none"> • Personality predispositions and managerial effectiveness Personality - Values, Attitudes and Beliefs - Argyris's Maturity-Immaturity Continuum - Managerial Relevance • Perception Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process • Motivation and work performance Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees? • Reinforcement Reinforcement Theory - Behaviour Modification - Individual and Organisational Learning Process - Reinforcement Strategies - Implication of Reinforcement Theories and Schedules for managers - Relationship between Motivation and Performance
Unit - 3	Understanding Dynamics of Behaviour in Group
	<ul style="list-style-type: none"> • Group dynamics in organization Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The manager's Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources • Management of Stress Impact of Stress on Individuals - Personality Prepositions and Experiences Stress - Sources of Stress - Stress Management • Conflict Management an Negotiation Nature of Conflict- Dynamics of Conflict- Conflict resolution Modes- Approaches to Conflict Management- Sources of Conflict in Organisation • Leadership and Managerial Effectiveness Leadership as an Influencing Process - Theories of Leadership - Leader Behaviour Theories

	- Contingency Theories of Leadership - Likert's System Four and The Managerial Grid
Unit – 4	Organization Development and Change process
	Quality of life- Organisation Development- Organisational Culture- Values and OD- Planned change- Implications for Managers
Unit – 5	Emerging aspects of Organisational Behaviour
	Conditions affecting Multinational Operations, managing international workforce, productivity and culture contingencies, cross cultural communication

TEXT BOOKS

- K. Aswathappa, Organisational Behaviour, Himalaya Publishing House Pvt. Limited, 2008
- John W Newstrom, Organizational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007

REFERENCE BOOKS

- Parikh & Gupta, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010
- Sekran Uma, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2006
- P. Subba Rao, Management and Organisational Behaviour (Text and Cases), Himalaya Publishing House, 2012
- Debra L. Nelson and James Campbell Quick, Organizational Behaviour, Cengage Learning India Private Limited, 2009
- Kumar Arun and Minakshi N., Organisational Behaviour, Vikas Publishing House Private Limited, 2009

MARKETING MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA202	Marketing Management	4	30	70	3 Hours

COURSE OBJECTIVES

To acquaint students with the fundamentals of marketing and various marketing strategies.

COURSE CONTENT

Unit - 1	Introduction to Marketing Management Defining Marketing, Core concepts of marketing , New Marketing realities, Marketing and customer value, Corporate and Division Strategic planning, Marketing plan, Creating long term loyalty relationships
Unit – 2	Capturing Marketing insights, Marketing Research, Connecting with customers Components of modern marketing information system, Marketing intelligence, scope of marketing research, marketing research process, analyzing consumer markets
Unit - 3	Designing and managing services ,new market offerings, pricing strategies Nature of service, services marketing, new product development, understanding pricing and strategies
Unit – 4	Building strong brands and creating value Market segmentation, Brand positioning , creating brand equity, addressing competition ,setting product strategy
Unit – 5	Managing digital communications and personal communications Online marketing, Database marketing, direct marketing, Designing and managing the sales force

TEXT BOOKS

- Kotler and Kevin lane keller, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 15/e

REFERENCE BOOKS

- Kotler, Philip, Marketing Management, Pearson Education, New Delhi
- Saxena Rajan, Marketing Management, Tata Mc Graw Hill, New Delhi, 2007
- Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publishing house, New Delhi, 2007

FINANCIAL MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA203	Financial Management	4	30	70	3 Hours

COURSE OBJECTIVES

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENT

Unit - 1	Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation
	Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares
Unit – 2	Understanding Working Capital Management as a Decision to Create Value for the Business
	Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance
Unit - 3	Understanding Investment Decision and Various Steps Involved
	Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions
Unit – 4	Understanding Financing Decision and Various Sources of Finance
	Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
Unit – 5	Understanding Dividend Decision, Theory and Practice
	Contemporary Issues and Projects by Students Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

TEXT BOOKS

- Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010
- Panday I.M., Financial Management, Vikas Publishing House, New Delhi, 9th Edition
- Chandra, Prasanna , Financial Management – Theory and Practice, Tata McGraw-Hill Publishing Company, New Delhi , 7th Edition
- Van Horne & Wachowicz Jr. Fundamentals of Financial Management, , Pearson Education, New Delhi, 12th Edition

REFERENCE BOOKS

- Gitman, Managerial Finance, Pearson Education, New Delhi, 2008.
- Maheshwari S.N. Financial Management, Sultan Chand & Sons, New Delhi, 2008.
- Khan & Jain, Financial Management, Tata McGraw Hill Publishing Co., New Delhi, 2008.
- Ravi Kishor, Financial Management, Taxmann’s Allied Services Pvt. Ltd., New Delhi, 2008.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA204	Human Resource Management	4	30	70	3 Hours

COURSE OBJECTIVES

The Objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Understanding Human Resource Management Context of Human Resource Management
Unit – 2	<ul style="list-style-type: none"> Strategic Human Resource Management Human Resource Planning
Unit - 3	<ul style="list-style-type: none"> Analyzing Work and Designing Jobs Recruitment, Selection and Induction Training, Development and Career Advancement Performance Appraisal and Performance Evaluation
Unit – 4	<ul style="list-style-type: none"> Remuneration, Incentive and Performance-based Payments Managing employee benefits and services Employee Empowerment Dispute Resolving & Grievance Management
Unit – 5	<ul style="list-style-type: none"> Trade Unions- Functions and its role Evaluating HRM effectiveness

TEXT BOOKS

- Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997
- Tiwari T.D. & Chauhan P.L.” Emerging Issues in Human Resource Management” Shanti Prakashan, Delhi -2005
- Tiwari T.D. & Chauhan P.L.” Framework of Human Resource Management and Industrial Relation” Shanti Prakashan, Delhi -2007

REFERENCE BOOKS

- Holloway, J.ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
- Monappa, A. & Saiyadain M. Personnel Management. 2nd ed., New Delhi, Tata McGraw-Hill, 1996.
- Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

OPERATIONS MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA205	Operations Management	4	30	70	3 Hours

COURSE OBJECTIVES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Operations Management : Trends and Issues Introduction – Current Trends in Manufacturing in India – Service as a Part of Operations – Operations as a Key Functional Area in an Organization – Operations Management: A Systems Perspective – Challenges Faced by Operations Management – Priorities for Operations Management • Operations Strategy Relevance of Operations Strategy – Strategy Formulation Process – Measures to Ensure Operational Excellence – Strategic Options for Operations – Emerging Trends and Implications for Operations
Unit – 2	<ul style="list-style-type: none"> • Design of Processes Determinants of Process Characteristics – Types of Processes and Operations Systems – Process Product matrix – Process Design Issues in Service Systems – Technology Issues in Process Design – Planning Premises and Process Implications • Product Development Process Role of Product Development in Competitiveness – Product Development Process-Organization for Product Development – Tools for Efficient Product Development – Performance Measures for Product Development Process – Management Accounting Tools for Product Development
Unit - 3	<ul style="list-style-type: none"> • Capacity and Aggregate Planning Meaning – Types of Capacity – Measurement of Capacity – Capacity Decision – Capacity Planning – Capacity Changes – Types of Capacity Planning – Aggregate Production Planning – Adjusting Capacity to Meet Demand – Demand Management – Hierarchical and Collaborative Planning – Aggregate Planning for Services
Unit – 4	<ul style="list-style-type: none"> • Plant Location Meaning – Need - Nature of Location Decisions – Procedure – Factors Affecting Location Decisions – Methods of Evaluating Location Alternatives • Plant Layout Layout Planning – Need – Objectives – Significance – Factors Influencing Layout Choices – Principles – Types – Layout Planning and Design – Layout Tools and Techniques
Unit – 5	<ul style="list-style-type: none"> • Supply Chain Management Concept – Components of Supply Chain – Supply Chain Management: A Process Orientation – Supply Chain Structure – Measures for Supply Chain Performance – Design of Supply Chains – Role of IT in Supply Chain Management • Inventory Management Concepts - Importance – Types – Inventory Cost – Inventory Models – EOQ – Inventory Control Systems – “Q” System – “P” System - Selective Inventory Control Management (ABC, FSN, SDE, HML Analysis) - EOQ – MRP – JIT • Total Quality Management The Quality Revolution – Quality Gurus – Definitions of Quality – Total Quality Management – Quality Management Tools – Quality Certifications and Awards – Service Quality – Design of Quality Assurance System

TEXT BOOKS

- Mahadevan B., Operations Management, Pearson Education, New Delhi, 2008
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2008
- Chase, Jabocs and Acquiliano, Operations Management, Tata McGraw Hill, New Delhi, 2009.

REFERENCE BOOKS

- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2003
- Bedi Kanishka, Production and Operations Management, OXFORD University Press, New Delhi, 2006.
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2002
- Bhatt K.S., Production and Operation Management, Himalaya Publishing House, Mumbai, 2003



COST AND MANAGEMENT ACCOUNTING

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA206	Cost and Management Accounting	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to illustrate concepts to the students.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Nature and Scope of Cost and Managerial Accounting Limitations of Financial Accounting – Cost Accounting: Meaning, Objectives, Functions, Advantages, and Installation of a Costing System. Managerial Accounting: Meaning, Scope, Importance Tools & techniques, Limitations. Cost Concepts and Classification Concept of Cost – Cost Centre and Cost Unit – Methods and techniques of Costing – Classification of Costs – Elements of Costs – Cost Control and Cost Reduction Single or Output Costing Cost Sheet and Production Statement – Treatment of Stocks – Preparation of Cost Sheet including Tender.
Unit – 2	<ul style="list-style-type: none"> Activity Based Costing Problems of Traditional Costing - ABC and Cost analysis Under ABC - Full Costs as the Product Costs under ABC - Benefits and Weakness of ABC - Factors Influencing Application of ABC - Installation of ABC - Activity Based Management Job Costing Meaning - Objectives – Procedure Process Costing and Joint Products Essential Characteristics of Process Costing – Process Costing and Job Costing Comparison – Process Losses – Work in Progress – Equivalent Production – Inter Process Profits – Joint Products & By Products
Unit - 3	<ul style="list-style-type: none"> Marginal Costing and Cost Volume Profit Analysis Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations
Unit – 4	<ul style="list-style-type: none"> Budgetary Control Meaning of Budget and Budgetary Control – Objectives, advantages and limitations of budgetary control – Essentials of Effective budgeting – functional Budgets – Fixed and Flexible budget – Zero Base Budgeting – Performance Budgeting
Unit – 5	<ul style="list-style-type: none"> Standard Costing and Variance Analysis Meaning of Standard Cost and Costing – Application of Standard Costing – Advantages and Limitations of standard costing – Material, Labour and Overhead Variances

TEXT BOOKS

- Chauhan P.L., & Bhayani S.J., Managerial Accounting, Shanti Prakashan, Ahmedabad, 2007.
- Horngreen, Foster & Datar, Cost Accounting, Prentice Hall of India, New Delhi, 12th Edition.
- Hilton Roland W., G. Ramesh, & M. Jayadev, Managerial Accounting, Tata McGraw Hill Publishing Co., New Delhi, Seventh Edition

REFERENCE BOOKS

- Shah Paresh, Management Accounting, Oxford University Press, New Delhi, 2009.
- Bruns William J., Financial Reporting and Management Accounting, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Needles Belverd, Powers Marian & Crosson Susan, Accounting for Decision Making, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Maheswari S.N., Cost and Management Accounting, Sultan Chand & Sons, New Delhi, 2006.
- Arora M.N., Cost and Management Accounting, Himalaya Publishing House, Mumbai, 2006.
- Banerjee Bhabatosh, Cost Accounting, Prentice-Hall of India, New Delhi, 2006.



RESEARCH METHODOLOGY

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA207	Research Methodology	4	30	70	3 Hours

COURSE OBJECTIVES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Research – an introductory approach: Meaning and definition of research, Characteristics of research, motivating for research, approaches of research. • Research Methods and Techniques: Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion. • Research design: Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.
Unit – 2	<ul style="list-style-type: none"> • Formulation of research problem and proposal. • Reviewing the literature. • Design of sample service and Measurement and Scaling
Unit - 3	<ul style="list-style-type: none"> • Collection of data: Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data. • Sampling: Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.
Unit – 4	<ul style="list-style-type: none"> • Process of data: • Editing, Coding, classifications and tabulation. • Analysis and interpretation of data and testing of hypothesis: Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test
Unit – 5	<ul style="list-style-type: none"> • Use of computer in Research with SPSS. • Writing and presenting Research project report.

TEXT BOOKS

- Copper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.

REFERENCE BOOKS

- C.R.Kothari, Research Methodology, Methods & Techniques, Wish Prakashan, New Delhi.
- J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New delhi,2009.